

Meeting name	Sydney Children's Hospital Network (SCHN) Board
Date	Thursday, 4 February 2021
Time	8:30 - 10.00am SCHN NED Board Meeting 10.00 - 11:50am SCHN Board Meeting
Location	Sydney Children's Hospitals Network, Westmead L4 Boardroom and via Zoom.
Membership	<p>SCHN Board Members</p> <p>Ms Elizabeth Crouch AM (Chair), Mr David Nott (Deputy Chair), Professor Louise Baur AM, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Emeritus Professor Kim Oates AO, Professor Donna Waters, Professor Les White AM, Mr Jeremy Wright.</p> <p>Ex officio invitees</p> <p>Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Director Medical Services and Clinical Governance, Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (Medical Staff Council (Westmead) Chair), Dr Michael Solomon (Medical Staff Council (Randwick), Mr Sayeed Zia (Director of Finance and Corporate Services).</p> <p>In attendance</p> <p>Dr Joanne Ging, Executive Director Clinical Operations Mr Tim Hoffmann, Director of Planning and Redevelopment Mr Ian Fuller, Director of Workforce Mr Michael Dickinson, A/g Director of Clinical Integration & Sustainability Ms Sally Whalen, Director of Nursing & Midwifery, and Education Prof Chris Cowell, Director of Research Ms Jane Jennings, Senior Executive Support Officer</p>
Secretariat:	Ms Jane Jennings, Senior Executive Support Officer

1 In Camera Session Chair

The Chair led an in-camera session with the SCHN Board members and the Chief Executive.

2 Administrative matters

2.1 Acknowledgement of Country

Mr Jeremy Wright provided the acknowledgement of Country, paying respect to the Burramattagal, Bidjigal, Cammeraygal, Darug and Gadigal peoples as traditional owners of country where the Network operates. Mr Wright also acknowledged the Wangal people of the Eora nation from where Mr Wright was remotely attending the meeting.

Mr Wright highlighted the successful Aboriginal outreach service run through the La Perouse Community Health Centre and acknowledged the work of the team in this important program.

2.2 Attendance and Apologies Chair

Present:

Board members: Ms Elizabeth Crouch AM (Chair), Mr David Nott (Deputy Chair), Professor Louise Baur AM, Dr Abby Bloom, Mr Jack Ford, Ms Jane Freudenstein, Dr Elizabeth McEntyre, Mr Bruce MacDiarmid, Professor Donna Waters, Professor Les White AM, and Mr Jeremy Wright.

Ex officio invitees: Ms Cathryn Cox PSM (Chief Executive), Dr Mary McCaskill (Director Medical Services and Clinical Governance), Dr Matthew O'Meara (NSW Chief Paediatrician), Dr Kathryn Carmo (MSC CHW Chair), Dr Michael Solomon (MSC SCH Chair), Mr Sayeed Zia (Director of Finance and Corporate Services);

In attendance: Prof Chris Cowell (Director of Research), Mr Michael Dickinson (A/g Director Clinical Integration), Mr Ian Fuller (Director of Workforce), Dr Joanne Ging (Executive Director Clinical Operations), Mr Tim Hoffmann (Director Planning and Redevelopment), Ms Sally Whalen (Director Nursing & Midwifery and Education), Jane Jennings (Senior Executive Support Officer).

Apologies:

Emeritus Professor Kim Oates AO

2.3 Declaration of Conflicts of Interest Chair

Dr Bloom advised she is no longer on the Audit and Risk Committee at Rookwood General Cemetery. Prof White advised he is now a co-patron of the Sydney Children's Hospitals Foundation alongside fellow co-patron Professor John Yu.

2.4 Previous Meeting Minutes Chair

The December 2020 minutes were accepted as a true record of the meeting with minor amendments.

Page 5 sentence to read: *The Board endorsed the Service Agreement, conditional upon it being accompanied by the covering letter.*

2.5 Actions Arising Chair

The Board noted the Actions Register. Action items due will be addressed during the current meeting.

2.6 Board Chair Report

Ms Crouch provided a verbal update to the Board and outlined her meetings with key stakeholders including :

- Chairs, Medical Staff Councils, Westmead and Randwick (Mr David Nott also attended)
- Chair, Sydney Children's Hospitals Foundation
- Local members of Parliament
- Members of the South East Sydney Local Health District Board
- Chair and CEO of Western Sydney Local Health District (Ms Cathryn Cox also attended)

Ms Crouch acknowledged the extensive work by Dr Joanne Ging, Emma Cuell, Rebecca Williams and Cathryn Cox in the lead up to the cardiac services announcement. A letter has been drafted from Ms Crouch to Prof. Willis Marshall to thank him for his work in leading the expert implementation panel into Cardiac Services.

Ms Crouch advised further discussions in relation to the Board Committee structure will continue as required, noting that it is anticipated that the new structure will be implemented over the coming months.

The Council of Board Chairs have not met since the last SCHN Board meeting. An update will be provided at the next meeting. Regular briefings of the Board Chairs with the Secretary are continuing.

It was noted that the NSW Ministry of Health is currently inviting applications through an Expressions of Interest process for membership of NSW Health Boards with submissions closing Sunday 28 February 2021. There is an opportunity to align the current SCHN Board processes on skills assessment and succession planning with the NSW Ministry process.

Actions:

- Ms Cox to circulate Expressions of Interest process to all Board members.

2.7 Chief Executive Report Chief Executive

Ms Cox provided a verbal update to the Board.

Ms Cox advised that Mr Sam Galluccio has been appointed as the Director People and Culture and will be starting on 15 February 2021. Ms Judy Goldman will begin in the role of Director Communications and Engagement on 1 March 2021. Recruitment for the role of Director Strategy and Innovation is still in progress. There were 55 applications received with many of very high quality.

Ms Cox advised governance discussions are underway for the Children's Comprehensive Cancer Centre (CCCC) component of the Sydney Children's Hospital Stage 1 redevelopment. Karen Crawshaw of Crawshaw Consulting has been engaged to develop possible options to support the proposed governance and operational model for the CCCC. Part of this process includes a workshop on 19 February 2021. The Chair, Deputy Chair and CE will be attending.

Cyber security continues to be a high priority for NSW Health, as well as the Network with significant outages being experienced recently.

Ms Cox advised the Central Acute Services Building (CASB) will be opening in five weeks and acknowledged the extensive work by staff in preparation for the opening. It is understood that a Ministerial event may potentially be held on 22 March 2021.

The Board Risk workshop is scheduled for 24 February 2021 and Trudy DeVitre, Director of Risk Management, University NSW has been engaged to facilitate the session. An agenda and supporting papers will be provided ahead of the meeting.

Ms Freudenstein noted the Stakeholder Engagement Framework Workshop has been scheduled for 22 February 2021. Participation of all Board members would be welcomed.

3 Matters for Decision

3.1 Service Agreement – Network and Foundation

The Board noted documentation on the draft Service Agreement between Sydney Children's Hospitals Network and Sydney Children's Hospitals Foundation. Further discussions will be held with the Foundation regarding their proposal to revert to the previous Trade Mark and Domain Name Deed rather than proceeding with the current consolidated document. Further work on the termination and Intellectual Property Rights clauses was also requested. Further SCHN Board feedback on specific clauses should be provided to Ms Cox to collate.

Actions:

- Further feedback to be provided by Board members to Ms Cox
- Ms Cox to collate feedback and provide at the next SCHN Board meeting
- Ms Cox to discuss outstanding issues with the Chief Executive Officer, Sydney Children's Hospitals Foundation

3.2 Board Committee Structure

Ms Crouch acknowledged the work completed by Emma Cuell aligning the committees to the new Directorates.

Donna Waters and Louise Baur raised issues regarding the scope of education to be included in the proposed Research, Education and Innovation Committee, as well as how this will be managed with a busy research agenda. The Chair indicated that work will continue on refining the Terms of Reference for each Committee including development of an annual work program with meeting frequency aligned with that program.

Ms Crouch noted that the structure will be reviewed after 12 months to ensure it is meeting the Board's objectives.

4 Matters for Discussion

4.1 COVID-19 Update

Executive Director Medical Services and Clinical Governance

Dr McCaskill updated the Board on recent COVID-19 related activity.

The significant focus at this time is on the COVID-19 vaccination roll out and developing a plan to vaccinate staff in line with the COVID-19 vaccine national rollout. Phase 1A is for those in the highest

risk areas (quarantine and aged care). Phase 1B will involve other frontline healthcare workers. A number of vaccination hubs will be established across Sydney including one at Westmead. Timing of delivery and numbers of vaccines will impact the rollout schedule.

The Board noted the update.

4.2 Cyber Security

A/g Director Clinical Integration & Sustainability

The Cyber Security Audit was completed in December 2020. The report will be presented to the Audit and Risk Committee in February 2021 and then to the March 2021 Board meeting. There are approximately 12-13 risks for SCHN to work through with one considered a high risk. This high risk item related to not having an information security management system. There will be some additional costs to mitigate these risks and costings are currently being completed.

The Report acknowledges the eHealth role and support with state policies mirrored in the Network policies.

There was discussion regarding the importance of the management and protection of patient information. Mr Dickinson confirmed that patient data is stored at the Government data centre and strictly in accordance with NSW Health policy. The Network also ensures mitigation strategies are in place including limiting access to private companies who may be servicing systems; ensuring compliance with the Code of Conduct; and using mobile device manager.

Discussion also occurred in relation to USB drives and how these are managed. While there are protocols in place it was confirmed that this is part of a broader conversation in relation to security, protocol and policy. Ms Crouch asked that the Audit and Risk Committee review the audit in detail and consider any broader implications for the SCHN.

Actions:

- The Cyber Security Audit Report to be considered by the Audit and Risk Committee on 19 February 2021
- Report back to be scheduled for the March 2021 Board meeting

5 Matters for Discussion / Update

5.1 Quality and Safety Update

Executive Director Medical Services and Clinical Governance

Dr McCaskill reported that work is continuing to refine the Quality and Safety Committee and work program.

The Board was advised that SCHN had achieved full accreditation to 2024. This is a significant achievement and the Board expressed its appreciation to the Clinical Governance Unit team and all those staff who had contributed to the successful reaccreditation of SCHN. There are four areas for improvement which will continue to be progressed to ensure they are finalised prior to the next review.

Some concern was raised in relation to the number of Root Cause Analysis (RCA) recommendations not yet completed or overdue. It was acknowledged that these may be difficult and time consuming but the report doesn't indicate how overdue the items are or the seriousness of each item (for example causal or incidental). Dr McCaskill advised outstanding recommendations would be updated by March 2021 and closed where appropriate. An update will be provided in the Quality and Safety Committee in March 2021 with a report to the Board in April 2021.

Dr O'Meara highlighted changes in serious incident management. Dr McCaskill advised work is progressing in relation to communicating the changes in the serious incident management policy. Changes include shorter timeframes, alternative techniques, separating the investigations team and recommendations team, and terminology. Significant work is still required but the Clinical Governance Unit is working through the required actions. The challenge is in implementation and SCHN will continue to work with the Clinical Excellence Commission in this area.

The Board noted the update.

Actions:

- Dr McCaskill to provide further detail on the RCA's in the next report to the Board.
- Dr McCaskill to provide an updated report at the April Board meeting

5.2 Workplace Health and Safety Update

Director Workforce

The Board noted today was Mr Fuller's last meeting and thanked him for his service to SCHN and wished him well in his future endeavours.

Mr Fuller reported that Employee Relations matters and workplace incidents have settled back within a 'normal' range. Sharon Bau will be monitoring outstanding issues.

Some wellness initiatives were postponed in 2020 due to COVID-19 but these will be rescheduled and wellness will continue to be a focus for the Network.

The Board noted the update.

5.3 Clinical Operations Update

Executive Director Clinical Operations

5.3.1 Access to Care Performance Report

Activity is returning to normal. Surgery is progressing well and SCHN is using the opportunity to draw on additional Federal funding to increase the number of surgeries and reduce waiting lists. SCHN plan on managing 976 surgeries.

5.3.2 Kids Early Years Network (KEYS)

KEYS project is progressing well. The Board acknowledged the positive contribution that the KEYS program offers.

5.3.3 Telehealth Performance Update

A short presentation was available but instead due to time constraints will be circulated to the Board for information.

The Board noted the Update.

5.4 Finance and Performance Update

Director Finance and Corporate Services

As at December 2020, SCHN is forecasting a deficit in expenses of \$57 million (down from \$60 million in November 2020). Mr Zia reported the underlying position is stable.

Some of the announcements regarding surgery will impact this and an update will be provided to the February Finance and Performance Committee.

Roadmaps and efficiency targets are being developed with a focus not just on this financial year but through to 2023. MOH is supportive of the Network improving its financial position over a three year period.

Some additional controls are required on recruitment as unfunded FTE has increased significantly since the same period last year. The Executive is now meeting weekly to manage FTE.

5.4.1 Annual Leave Reduction.

Mr Fuller advised approximately 1500 staff had leave between 3 December–10 January 2021 which is a 10% increase compared to 2019. Staff with excess leave has also reduced. The need for a continued focus and maintenance of momentum was raised by the Board as part of supporting staff health and wellbeing. Monitoring leave is proving more accurate through rostered leave instead of planned / preapproved leave.

SCHN will continue to review the trends over past four years to better manage leave. SCHN will continue to focus on staff health and well-being and encourage all staff to have leave plans in place.

It was noted that the Annual Leave Reduction progress update provided within the papers should state 'A full report for all of the pay periods with the public holidays up to 5 February 2021, will be provided to the February not January Finance and Performance Committee.

It was noted that leave is a concern across all Local Health District's and Specialty Health Networks. While benchmarking is available through Ministry reporting timeframes are delayed.

The Board noted the update.

5.5 Planning and Development Update

Director Planning and Redevelopment

The Board noted the update and associated documentation.

CASB is opening in five weeks. The Infrastructure NSW Gate 5 review was conducted to examine readiness for the service. A positive review was provided, noting strong clinical ownership. Regular huddles, risk assessment and simulations are being conducted in preparation for opening. Service Level Agreements and Heads of Agreements are still being finalised with Western Sydney LHD.

5.5.1 Gate Report – Strategic Options for CHW Stage 2

The Board noted the report.

High rating for gateway review with 1 critical recommendation.

5.5.2 Gate Report – Strategic Options SCH Stage 1

The Board noted the report.

Medium rating for gateway review with 2 critical recommendations.

Overall it was a positive process with recommendations to be addressed in March for CHW and May for SCH.

5.5.3 Capital Works Board Sub Committee Update.

The Board noted the update. Mr Ford reported that the Capital Works Committee is scheduled for next week and the Chief Executive Officer, Sydney Children's Hospitals Foundation will be presenting on capital appeal strategies.

5.5.4 Health Infrastructure Presentation to Capital Sub Committee

The Board noted the presentation.

Health Infrastructure (HI) presented to the Capital Works Committee. Finance information still required to be sent to the Finance Committee. SCHN continues to enjoy a good relationship and is working closely with HI.

5.6 Clinical Integration and Sustainability Update A/g Director Clinical Integration & Sustainability

Health Infrastructure is working with Lend Lease regarding the costing for the Digital Strategy. This is anticipated to be complete in six weeks.

The Network has been successful in securing \$900,000 from the Virtual Care Accelerator funding pool to assist in establishing the Virtual Care Centre.

The Board noted the update provided.

5.7 Research Update Director Research

The Board noted the Research update. Prof Adam Jaffe's Lung Health Legend Award was also highlighted and the Board supported a letter of congratulation being sent by the Chair to Dr Jaffe.

The Board acknowledged the significant National Centre for Immunisation Research and Surveillance contract.

Three Research virtual strategy workshops held as part of the consultation for the refresh of the Research Strategy were well received. Facilitation support was provided from Workforce.

Action:

- Board Secretariat to draft letter from Chair to Adam Jaffe to congratulate him on the Lung Health Legend Award

5.8 Communication and Public Relations Update A/g Director Communications

The Board noted the update provided. Mr Fuller advised that the December/January has been a busy period for fundraising activities, communications and media. Jess Rubinchtein and the wider Public Relations team were acknowledged for their hard work.

Some discussion took place in relation to how media stories are generated to promote different services. Mr Fuller advised many media stories are identified through proactive staff within teams identifying and generating SCHN good news stories for the communications team. Jess and her team have a detailed knowledge of the organisation and often have stories available to ensure continued profile for SCHN and the promotion of promote positive media about the work of the SCHN and its clinicians.

A Stakeholder Engagement workshop is scheduled for 22 February 2021 with all Board members invited to participate. Meeting papers will be circulated to the Board by 15 February 2021.

Action:

- Board Secretariat to distribute Stakeholder Engagement workshop papers to the Board

5.9 Risk Reports Director Finance and Corporate Services

The Strategic Risks Update was taken as read and noted. No update was provided for Operational Risks.

The Board's upcoming Risk Appetite Workshop on 24 February 2021 will discuss this topic in further detail.

Action:

- Board Secretariat to distribute Risk Appetite workshop papers to the Board

6 Matters for Noting

6.1 Board Committee Minutes

The following reports were noted as read:

- 6.1.1 Aboriginal Health Strategic Committee
- 6.1.2 Finance and Performance Committee
- 6.1.3 Quality and Safety Committee
- 6.1.4 Audit and Risk Committee
- 6.1.5 Stakeholder Engagement and Communication Committee
- 6.1.6 Nominations and People Committee
- 6.1.7 Capital Works Sub Committee
- 6.1.8 Medical and Dental Appointment Advisory Committee

6.2 Clinical Council Update

No update.

The roster for Board members to attend Clinical Council was raised.

Action:

- Board Secretariat to circulate the roster for Board Members to attend Clinical Council Meetings in 2021.

6.3 Mandatory Training Update

Mandatory Training Report and associated documentation were noted. Ms Whalen acknowledged the efforts of the Education team for their significant contribution to the accreditation processes.

7 Other Business

Nil further. Board Members were invited to tour the Central Acute Services Building (CASB)

8 Next Meeting

The next meeting will be scheduled 8:30 – 11:30am on Thursday, 4 March 2021.
The meeting closed at 11:50am